



CYNTHIA D. BANKS
Interim Director

COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1708 • (213) 738-2600 (213) 385-3893 FAX

"To Enrich Lives Through Effective And Caring Service"

BOARD OF SUPERVISORS

GLORIA MOLINA
YVONNE B. BURKE
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

July 13, 2005

To: Louisa Ollague, Deputy, First District
Vicky Santana, Deputy, First District
Gerardo Pinedo, Deputy, Second District
Wendy Aron, Deputy, Third District
Maria Chong-Castillo, Deputy, Third District
Nick Ippolito, Deputy, Fourth District
Jana Cooley, Deputy, Fifth District

From: Cynthia D. Banks 
Interim Director

Subject: **MANAGEMENT AUDIT UPDATE OF JUNE 1, 2005**

Attached is the June 1, 2005, management audit update for Community and Senior Services (CSS). In addition to sharing this information with you today, the department heads assisting CSS in moving forward are present to address any questions you may have and provide you with their additional updates since June 1, 2005.

CSS has, since June 1, 2005, taken several actions consistent with audit recommendations (shown in parentheses):

- Held Town Hall Meetings for all CSS staff (8)
- Began development of communication policies and tools (8)
- Began development of Master Calendar process (2)
- Completed recruitment process for Assistant Director of Aging (12)
- Began transition of additional management in Budget and Accounting section (9)
- Began transition of CSS IT to ISD (11)

I welcome the opportunity to meet with you to discuss our department's progress.

CDB/clg

Attachment: 1



CYNTHIA D. BANKS
Interim Director

COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1708 • (213) 738-2600 (213) 385-3893 FAX

"To Enrich Lives Through Effective And Caring Service"

BOARD OF SUPERVISORS

GLORIA MOLINA
YVONNE B. BURKE
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

June 1, 2005

To: Supervisor Gloria Molina, Chair
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Cynthia D. Banks
Interim Director

A handwritten signature in black ink, appearing to be "CDB", is written over the printed name "Cynthia D. Banks".

Subject: **COMMUNITY AND SENIOR SERVICES MANAGEMENT AUDIT UPDATE – JUNE 2005**

Per Supervisor Antonovich's July 20, 2004, motion, the CAO was directed to oversee a team comprised of several County departments to assist Community and Senior Services (CSS) in implementing recommendations from the blueCONSULTING management audit. In response to the recommendations, I have instituted a "Back to Basics" approach for the management and activities of the department.

The audit report was released on July 12, 2004; and since that time, we have addressed many issues—specifically: better internal and external communication, effective human resources practices, management competency and accountability, contract execution timeline policies, fiscal soundness and clear IT direction. A list of the management audit recommendations is attached for your reference (Attachment I). CSS' accomplishments (Attachment II) indicate the recommendation number(s) in parentheses after the description of the action that has been taken. Shown also are the accomplishments of the departments involved in the management audit team (Attachment IV – Department of Human Resources (DHR), Attachment V – Auditor-Controller (A-C) and Internal Services Department (ISD) (Attachment VI).

As you will see from the reports, CSS has made—with the assistance of our fellow County departments—major strides in changing the environment and culture of the department. I welcome your comments.

CDB

Attachments: 6

c: David Janssen
J. Tyler McCauley
Dave Lambertson
Michael J. Henry

Attachment I

Management Audit Report Recommendations

Recommendation #	Recommendation	Report Page No.
1	The Board of Supervisors should consider divesting itself of all programs and services not directly related to meeting the needs of the County's aging population.	78
2	Implement a "return to basics" planning process to redefine the Department's mission and develop a culture of responsibility and accountability.	79
3	Establish a Code of Professional Work Conduct.	80
4	Develop and implement basic decision-making and approval protocols to ensure appropriate accountability and delegation of responsibility.	80
5	Standardize preparation of Board letters to improve quality, consistency, and timeliness.	80
6	Review the need for potential overlap and overall effectiveness of the various commissions, committees, and task forces at work in the Department and ensure that they provide appropriate and specific leadership and advice as mandated by law and as desired by the Board of Supervisors.	80
7	Restructure the Department to have branches for administrative services, contract management, and senior services.	81
8	Develop and implement Department-wide communication policies and practices.	82
9	Review existing recommendations for sound accounting, cost allocation, and other fiscal policies and practices. Establish priorities and develop a timeline for implementation.	82
10	Define and implement four distinct components of effective contract management: contract development, program management, contract compliance, and contract auditing.	83
11	Evaluate outstanding IT projects, establish priorities, and formalize an IT plan and timeline.	84
12	Evaluate Human Resources policies to ensure internal equity, fairness, and integrity in hiring, promotions, and salary adjustments.	85

Attachment II

CSS Accomplishments

Date	Issue
July 2004	Training – Sexual Harassment Awareness (all staff) (3)
July 2004	Department-wide Town Hall meetings (8)
July 2004	Working hours and office standards addressed (3)
July 2004	Suggestion boxes installed for staff input and comments (8)
August 2004	Instituted interactive CSS Management Audit website (8)
August 2004	Meetings with SEIU Locals 535 and 660 regarding audit (8)
August 2004	Response time for both internal and external requests set at 48 hours (3)
August 2004	Training – Brown Act (managers) (3)
September 2004	Re-iteration of accurate timecard reporting procedure to all staff (3)
September 2004	Training – Board Letter Writing (managers) (5)
October 2004	Contracts/MOU review and Executive Policy established (2, 10)
October 2004	Training – MAPP (MAPP participants) (4)
October 2004	Town Hall meetings for all staff (8)
October 2004	Memorandum to staff on Responsiveness/Customer Service (3)
December 2004	ISD completed evaluation of CSS internal IT practices (11)
January 2005	Reorganized departmental Human Resources unit (12)
January 2005	Employee survey results distributed to staff (8) (See Attachment III.) The survey will be repeated in September 2005, and a 10% increase in positive results is expected.
January 2005	Transfer of staff and programs for RITE and GROW to DPSS (1)
January 2005	Transfer of Domestic Violence Council administration to the Executive Office of the Board (6)
February 2005	Input requested from managers for CSS' revised Strategic Plan. Strategic planning in process. (2)
February 2005	Staffing analysis forums for managers led by Sandy Comrie, Reward Strategy Group. The results of the analysis were staffing changes and change in HR practices (3, 12)
March 2005	Training – Board Letter Preparation - Internal Requirements (Program Managers) (5)
March 2005	Training – Grants Management (Program Managers/Project Supervisors) (2)
March 2005	Training – SMILE (Service Delivery Quality) (all staff) (3)
March 2005	Instituted a centralized Contract Compliance Division (7, 10)
March 2005	Patrick McMahon of the Auditor-Controller began assistance regarding accurate timecard reporting (9)
April 2005	Transfer of staff and programs for Office of Traffic Safety (OTS), Refugee Employment Programs (REP) and Community Services Block Grant (CSBG) (1)
April 2005	Teams established to coordinate budget and program accounting functions across the department (9)
May 2005	Training – Strategic Leadership Skills (Program Managers/Project Supervisors) (2)
May 2005	Cost Pools established and implemented with the assistance of the Auditor-Controller (9)

Attachment II

CSS Accomplishments

During this period, we have also improved electronic communications within the department by installing computers in the APS offices; and we are in the process of installing e-mail access in the Community Senior and Service Centers.

There has been significant staff movement within the department. We have reallocated space that was made available by the transfer of staff to DPSS thus making it possible to house the centralized Contract Compliance Division staff in one area of the Headquarters building. Other staff has been shifted to closer align the staff with their respective managers.



CYNTHIA D. BANKS
Chief Deputy Director

COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1708 • (213) 738-2600 (213) 385-3893 FAX

"To Enrich Lives Through Effective And Caring Service"

BOARD OF SUPERVISORS

GLORIA MOLINA
YVONNE B. BURKE
ZEV YAROSLAVSKY
DON KNABE
MICHAEL D. ANTONOVICH

January 25, 2005

To: CSS Staff

From: Cynthia D. Banks 
Chief Deputy Director

Subject: **EMPLOYEE SURVEY UPDATE**

Many of you have requested additional information and clarification on the specific percentages of responses on the different categories on the employee survey. Please see below.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Management Leads by Example:					
	21%	18%	13%	24%	24%
Management Manages My Performance: (well):					
	22%	21%	21%	18%	18%
Management Manages Staff: (well):					
	20%	18%	21%	20%	21%
Management Communicates/Exchanges Information:					
	20%	18%	17%	23%	22%
Management Manages Tasks: (well)					
	19%	18%	24%	20%	19%

As you can see, there still exists the polarization of responses in the different categories. However, this will give you more specific information by category.

CDB/TJ/cl



CYNTHIA D. BANKS
Chief Deputy Director

COMMUNITY AND SENIOR SERVICES
OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1706 • (213) 738-2800 (213) 385-3883 FAX

"To Enrich Lives Through Effective And Caring Service"

BOARD OF SUPERVISORS

GLORIA MOLINA
YVONNE B. BURKE
ZEV YAROSLAVSKY
DON KNABE

MICHAEL D. ANTONOVICH

January 24, 2005

**Revision of
1-20-05 Memo**

To: CSS Staff

From: Cynthia D. Banks CDB
Chief Deputy Director

Subject: **EMPLOYEE SURVEY UPDATE**

This memorandum is to provide clarification of the January 20, 2005, memorandum regarding the Employee Survey. I would like to thank all of the individuals who took the time to participate in the Employee Satisfaction Survey. Your responses are of value in helping move this Department towards its ultimate goal.

Each survey was tabulated and read in order to gain a sense of where we stood in September 2004. Your responses were entered into a database that produced a series of percentiles. The overall management performance results appear below.

The contents of the Employee Survey included the following:

MANAGEMENT IN THIS DEPARTMENT, CURRENTLY: (refer to the individual items to complete this statement)

LEADS BY EXAMPLE

- has my confidence.
- is acting consistently; they are doing as they said they would.
- is willing to assume responsibility for its decisions.

COMMUNICATES / EXCHANGES INFORMATION

- ensures that I am adequately informed about matters that affect me.
- gets information out in a timely manner.
- is approachable without fear of repercussions.

MANAGES TASKS

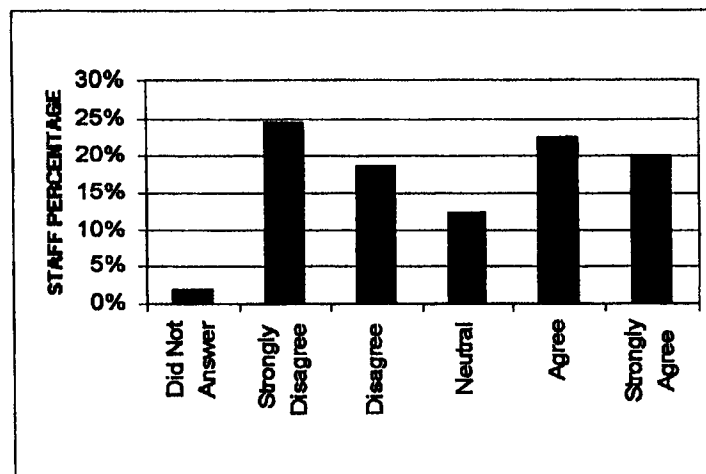
- establishes clear priorities.
- uses good judgment in making decisions.
- provides adequate direction/training to ensure my success.

MANAGES STAFF

- is fair in dealing with employees.
- treats people with dignity and respect.
- provides alternatives to difficult situations to ensure mutually satisfactory outcomes.

MANAGES MY PERFORMANCE

- provides me with the necessary resources (people, funding, tools) to ensure that initiatives are successfully achieved.
- takes a supportive role in my professional growth and development.
- provides mentoring for myself.



Total Employee Survey Distributed – 540
Total Responses - 204

As you can see there appears to be a “polarization” between the “Strongly Disagree,” the “Agree,” and the “Strongly Agree” with some employees remaining neutral. This would seem to indicate that CSS employees appear to be divided on the issues regarding management’s performance.

Based on the “comments” portion of the Employee Survey, there appears to be a great deal of concern over the issue of “favoritism.” Putting it simply, a majority of the respondents have indicated that some employees are being advanced for reasons other than performance merit.

A strong effective management team is critical to the success of the Department and is equally critical in promoting enhanced staff performance. This survey has aided in providing direction for identifying training needs. As a result, a committee has been formed to develop a managers' training program wherein all managers (Project Supervisors and above) will be mandated to participate. The first module of this training will include leadership, motivation, communication, employee development, performance management, and strategic management. This module is targeted for implementation in March 2005.

The importance of your participation and your responses cannot be undervalued. It is the positive effort of each individual that will make this Department a success. I continue to encourage each of you to be a part of the positive changes that we will be undertaking. It is my intention to listen to you and to make what changes I can for the betterment of this Department and its employees.

CDB/MMF/TJ/rw

Attachment IV

Department of Human Resources (DHR) Accomplishments

DHR's work with the department centered around Recommendation #12.

DHR has worked with the department to find suitable candidates for the two vacant Assistant Director positions in the Aging and Adult Services (AAS) Branch and the Administrative Services Branch (AMS). The AAS list is available and a selection will be announced in June 2005. The first AMS list failed to produce a suitable candidate as the top contenders chose to take positions offered by other employers. A new selection process has been instituted and an eligibility list will be available in June 2005. In addition:

- ✓ DHR has provided one-on-one technical training, oversight and assistance on exams.
- ✓ DHR and CSS continue to review appropriateness of out-of-class bonuses
- ✓ DHR worked with the CAO, CSS and DPSS on transfer issues and development of policy for staff being transferred to DPSS
- ✓ A seasoned DHR staff person (Tom Marvin) provided technical assistance in the following areas:
 - Evaluation of long-term leave practices
 - Assistance with disciplinary issues
 - Other HR-related issues

Attachment V

Auditor-Controller (A-C) Accomplishments

Area Agency on Aging (AAA) - \$63 million Questioned Costs

For the past year, Auditor-Controller (A-C) staff has been (1) working with the State to accept an alternative approach to document program costs and correct past billing practices and (2) working with the sub-contracting agencies to reconcile these questioned costs. As a result of these efforts, the State has formally acknowledged that the questioned costs and potential liabilities (\$63 million) have been significantly reduced. While the State has not yet audited all of the fiscal years for which the potential liabilities have been reduced, the A-C believes the State will accept the documentation compiled to reduce the liabilities as indicated. A-C staff continues to provide technical assistance to CSS to restore the integrity of the accounting and billing systems.

Trust Funds

A-C staff reviewed CSS' trust funds to determine the trust funds' purpose and to ensure that CSS properly accounts for, reconciles, and disposes trust fund balances. The trust funds were also reviewed to determine if revenue was being transferred to the General Fund and monies owed to third parties were paid timely.

The A-C noted that CSS did not maintain trust fund agreements or historical data to support the purpose of the trust funds or the source of funding. In addition, the A-C noted that CSS did not disposition trust fund balances timely. For example, for various programs, the A-C identified approximately \$1 million that CSS owed to third parties and an additional \$200,000 in interest income that CSS had to return to the State. In each instance, CSS could have requested use of the funds from the granting agency to use the interest income to fund program expenditures. However, the request should have been reported in the year in which the interest was earned.

The A-C recommended CSS take corrective action by timely and consistently reconciling and dispositioning trust fund balances. The department has implemented the recommendations for the trust fund transactions requiring immediate disposition; i.e., return of funds to granting agency. In addition, the department reconciles account balances, but will regularly review all transactions to ensure timely disposition of account balances.

Commitments/Expenditure Accruals

A-C staff reviewed CSS' commitment balances to determine if an obligation still existed and if charges against commitments were for the correct purpose. Overall, A-C staff noted that a majority of commitments should have been established as accruals (accounts payable) at year-end. CSS has been historically understating accounts payable. Inappropriately classifying accruals as commitments understates

Attachment V

Auditor-Controller (A-C) Accomplishments

accounts payable and, therefore, misrepresents the true financial position of the department. In addition, commitments were not timely cancelled when contracts expired or when an obligation no longer existed. A-C recommended CSS implement proper procedures for handling commitments/expenditure accruals.

The department has canceled its commitments in accordance with the A-C Accounting Division's prescribed deadlines. The department will implement a practice to review commitment balances to ensure more timely cancellation of contracts. In addition, it will work with the A-C Accounting Division to ensure appropriation classification of year-end accruals.

CSBG State Issue

The State and CSS requested A-C's assistance in determining if CSS owes the State approximately \$2.4 million for its 2002 Community Services Block Grant (CSBG) and Community Services American Indian Block Grant (CSAIBG) grant allocation. The issue surfaced in the State's Desk Review of the County's Single Audit of federal grants. The County financial statements did not reflect the full amount of expenditures against the federal grant award. Based upon reported information, the State is alleging that CSS did not spend its entire allocation of \$6,578,195 and must return the unspent funds. The A-C responded to the State on March 30, 2005, stating it would perform additional test work to provide the State assurance CSS spent the grant allocation. The review is approximately 75% complete and the A-C will be responding to the State with its findings shortly. It appears that the State will be provided assurance by the Auditor-Controller that CSS spent a significant portion of the questioned \$2.4 million grant allocation.

Timecard Issues/Cost Allocation

The A-C confirmed that not all CSS staff was consistently and correctly completing their timecards, which affects cost allocation and claiming. Some CSS staff were charging their time based on predetermined percentages or where budgeted funds were available, rather than the actual hours spent on each program. This practice is not appropriate and can lead to funding reductions and/or program eliminations because grantors only want their funds spent on their programs.

The A-C assisted CSS in creating a Timecard Task Force to address and correct this issue for Fiscal Year 2004-05. Pat McMahon of the A-C is a member of the Task Force. CSS and auditor staff have identified the necessary new cost pools to properly allocate time. It is expected that the May 2005 timecards will contain proper time allocation information for cost reimbursement purposes. This timecard coding issue will need continual supervision to ensure employees and managers continue from this point forward recording time where they work—not using a predetermined percentage or where budgeted funds are available. A-C staff is currently working with CSS to determine the overstatement amount and make corrections.

Attachment V

Auditor-Controller (A-C) Accomplishments

Workforce Investment Act (WIA) Budget Review

Background

On November 19, 2004, and February 10, 2005, the Workforce Investment Board approved the use of approximately \$1.4 million of available carryover (i.e., program allotment not fully spent by contracted agencies that carry over to the following fiscal year) from FY 2003-2004 for WIA Youth and Dislocated Worker program funds.

The WIB-approved funds are to cover the costs incurred or that would be incurred by CSS for FY 2004-05 related to internal program monitoring, monitoring by the A-C, Management Information System (MIS) staffing costs and website and call center for business- and job-seeker services.

CSS had previously charged the above WIA program costs to the administrative cost category. However, under WIA regulations, costs associated with program monitoring, MIS, and business and job-seeker services are considered program costs. Accordingly, with the overall funding reductions CSS has experienced in the WIA programs, these costs are proposed to be covered using direct program funds.

Board Deputies requested that CSS present budgetary figures that include actual/estimated program revenue, expenditures, staffing levels, and carryover balances for FY 2003-04, 2004-05 and 2005-06 related to administrative expenditures. The Deputies wanted to evaluate if CSS' plan to use the \$1.4 million was justifiable. In preparation for this meeting, the CSS Interim Director asked for A-C assistance in reviewing and validating the budgetary figures prepared by CSS staff.

Summary of Review – WIA

A-C staff met with WIA program consultants (i.e., CSS' contractors), reviewed WIA regulations, and determined that what CSS plans to do is legally allowed. A-C staff also worked with the State Employment Development Department (EDD) and CSS staff to confirm that there is enough carryover balance to cover the \$1.4 million and was able to confirm that enough funding is available.

In addition, A-C staff reviewed supporting documents for CSS' administrative expenditures, revenue and grant allocations. Although the A-C could verify and agree with the majority of CSS' carryover expenditures, revenue and grant allocations, the A-C noted that, due to misunderstandings, the internal program

Attachment V

Auditor-Controller (A-C) Accomplishments

monitoring and MIS costs allocated as direct program costs were overstated and a portion of the estimated carryover expenditures should be classified as administrative costs. The A-C is continuing to review this matter to clearly define which activities are program monitoring and MIS costs.

Budget, Fiscal and Accounting Issues

The A-C also noted that CSS needs to immediately fill key, high-level positions—and in a few cases, shift middle management staff. The A-C has also made numerous specific staffing and organizational observations that have been discussed with CSS management. The following is a list of recommendations:

- **Organizational Structure** – Separate the Budget unit from Accounting; move Cost Allocation to Program Accounting, etc.
- **Budgets** – Perform specific budget functions regularly such as prepare standardized budget projections to include actual revenues, expenditures and operational statistics.
- **Goals and Mission Statements** – Establish goals for all managers and staff; establish a mission statement for every division/section.
- **Work Schedule** – Eliminate the 4/40 work schedule—at least until CSS is back on its feet.
- **Priorities** – Set priorities for each division/section.
- **Monitoring Staff** – Establish a formal process for monitoring staff's work.
- **Increase Staff Meetings/Communication**
- **Training** – Provide basic financial and budget training and train staff on cost accounting and cost reporting.
- **Cost Accounting System** – Implement eCAPS.

CSS is addressing these other issues with A-C staff to implement the recommendations. Recruitment of Administrative Deputy is in process and is expected to be completed in June 2005. This work is in alignment with Recommendation #9.

Attachment VI

Internal Services Department (ISD) Accomplishments

Audits by the County's Auditor-Controller, blueCONSULTING and ISD have highlighted CSS' need to improve its computing infrastructure, to provide a consistent, long-term IT vision for the department and to respond to the daily IT needs of the department's employees. The culminating recommendation reached from the audit information is the transfer of CSS' IT staff and responsibilities to ISD. The Chief Information Office will provide oversight during the transition of IT responsibilities from CSS to ISD to ensure that the transfer is smooth and successful and that the department regains its confidence in providing services to the County's communities and senior citizens.

A summary of the audit recommendations is reflected in the chart on Page 2. These recommendations will bring ISD's professional expertise in providing IT services to CSS. ISD's experience in providing IT leadership and managing applications, desktops and help desks will assist CSS in providing its department with more stable and functional applications, less desktop and office problems, faster responses when they do occur and greater prioritization in meeting CSS' future IT needs.

Specifically, the recommendations will allow ISD to apply its resources and expertise in the following areas to assist CSS in upgrading and managing its IT needs:

1. IT management control of all CSS applications to bring structure and version control to the development, enhancement and maintenance of CSS' applications. The benefit for the County and CSS is consistent functionality for CSS to utilize during the performance of services for the County's communities and senior citizens.
2. Desktop management capability where ISD will be able to provide e-mail connectivity to all CSS employees, upgrade the department's workstations and improve response times to all CSS office requests. The benefits for the County and CSS are improved employee performance and office effectiveness and efficiency.
3. Help Desk expertise for tracking and responding to IT problems from all CSS offices and assigning ISD personnel to correct the underlying problem. The benefit for the County and CSS is the rapid resolution of problems thereby allowing CSS employees to concentrate on their responsibilities.
4. IT Management Leadership for assisting CSS in prioritizing the department's short-term operational goals and providing a longer-term technology strategic plan. The benefit for the County and CSS is recognizing information technology as an asset and maximizing the return of that asset in assisting CSS employees in the performance of services for the County's communities and senior citizens.

The value gained from turning these recommendations into reality is a culture change throughout CSS—resulting in a much greater efficiency and effectiveness for CSS in administering its programs.

Attachment VI

Internal Services Department (ISD) Accomplishments

ISD responded to the motion of Supervisor Antonovich by providing a full-time manager to evaluate CSS' IT functions. In December 2004, ISD presented CSS and the CIO a report documenting CSS IT operations and recommending the shared services approach to IT Services. The recommendations were further developed by CSS, CIO and ISD. The following is a summary of the direction:

Area	Findings	Recommendations	Status
Application Systems	<p>CSS maintains seven systems plus the departmental Internet and intranet sites with three programmers.</p> <p>ISD maintains eight systems.</p> <p>All systems are managed vertically; that is, there is no central, high-level departmental overview or prioritization.</p> <p>CSS is understaffed for ongoing maintenance, new development or enhancements.</p>	<p>Transfer all CSS maintained systems to ISD along with staff.</p> <p>Establish the following high priorities:</p> <ol style="list-style-type: none"> 1. Finalize plan to complete AAA development. 2. "Fast Track" completion of new APS system. 3. Replace the CSS-developed HR Item Control system with an interim system until eCAPS HR module is implemented. 	CIO, ISD, CAO and CSS developing Funding Plan, Transition Plan and timeline.
Information Technology Support and Infrastructure (e.g., PC repair, virus upgrades, training, etc.)	<p>Technician response is slow in outlying offices.</p> <p>Many desktop and laptop computers need to be replaced.</p> <p>CSS representatives located in other County departments do not have connectivity to e-mail.</p> <p>IT support is understaffed</p>	<p>Transition all CSS server equipment to ISD.</p> <p>Transition CSS PC and server technical staff to ISD.</p> <p>CSS to retain two Help Desk personnel for departmental tasks.</p> <p>ISD to provide desktop and server support.</p>	<p>CIO, ISD, CAO and CSS developing Funding Plan, Transition Plan and support timeline.</p> <p>The Transition Plan includes an assessment of all PC equipment to determine replacement reqmts.</p>
Help Desk	The Help Desk used a methodology that did not give callers a reference number or a target completion time.	Transition Help Desk function to ISD.	CIO, ISD, CAO and CSS developing Funding Plan, Transition Plan and support timeline.
IT Management and Operations	<p>IT leadership in CSS was not found to be proactive.</p> <p>There was a lack of department-wide IT prioritization and long-range strategy development.</p>	<p>Transition to locate an IT Manager with IT vision and strategy development experience.</p> <p>Establish an organizational structure that will foster effective planning and prioritization and accountability for all CSS IT activities.</p>	<p>CIO, ISD, CSS working together to identify how best to obtain an IT mgr to assist CSS in fostering effective IT planning. This might include requesting this function from ISD.</p> <p>CIO, ISD, CAO and CSS developing Funding Plan, Transition Plan and support timeline.</p>

As stated in the Status column, the CIO, CAO, CSS and ISD are developing transition and funding plans and timelines. This activity is related to Recommendation #11 in the Auditor-Controller's July 12, 2004 audit.